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MEMORANDUM FOR:

C/ALA/AF, DI

Re attached papers, there is a Task Force meeting tomorrow morning. Task Force representation is to be at the Assistant Secretary level, according to the basic papers received a week ago.

Since Fred is still away on his trip and [redacted] who is sitting in for him, will be on leave tomorrow, I thought I would pass this on to you for action. Attendance at tomorrow's meeting is limited to principal plus one.

PLEASE NOTE: Names must be called in ASAP.

(I am giving a copy of this to Jay Rixse's office.)

O/NIO/AF

Date

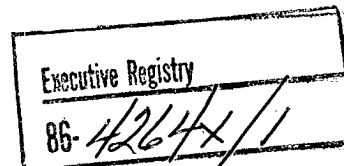
FORM 101 USE PREVIOUS EDITIONS

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L-109-1R  
NSSD 3-86)  
1-301-1R

THE WHITE HOUSE

WASHINGTON



September 29, 1986

MEMORANDUM FOR THE MEMBERS OF THE TASK FORCE TO END HUNGER  
IN AFRICA

FROM: PETER W. RODMAN  
MICHAEL A. DRIGGS *mad*

SUBJECT: Task Force Meeting

Welcome to the Task Force. We have scheduled our first meeting for Friday, October 3, at 10:00 a.m., in Room 476 of the Old Executive Office Building. We hope that you can attend.

This Task Force stems from a personal concern of the President that the United States not turn away from Africa with the demise of the recent famine. But, rather, that we make a long-term commitment to that tragic region of the world. His resolve was further galvanized by the encouraging positions taken by many African countries themselves at this spring's U.N. General Assembly Session on Africa. The President's policy goal, then, is clear. We are to reorient all existing economic programs with the region toward a long-term program of economic growth and private sector development. The objective is to help the Africans to create economies strong enough to end hunger by the end of this century. In short, a commitment to do everything possible to help the Africans ensure that famine will not happen again.

Our task is to recommend to the President how he might achieve this goal. This can be done in the short period of time allowed us if each member of the Task Force is willing to devote his personal time to the project.

Accordingly, we propose seven working groups. Each working group will deal with a specific aspect of the President's goal. The working groups will be co-chaired by State and agency representatives under the direction of the White House Task Force and will include representatives from State, Treasury, Agriculture, AID, and other agencies and private sources as appropriate. They will be staffed by experienced agency personnel in key decision-making roles, with representation of all agencies involved. Existing inter-agency groups such as the Food Aid Sub-Committee and the Africa Private Sector IG will be tapped as appropriate.



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The Chairmen of each working group will be responsible for organizing the group's efforts to meet the assignment and the attached schedule. Each working group will make recommendations to the Task Force on how to implement the President's goal in its area.

The Task Force will serve as a Steering Committee, meeting each week to consider the recommendations of the working groups and set priorities for the report to the President. We have attached a proposed organization of the working groups and a schedule for their reports to the Task Force. Please be prepared to discuss this at our first meeting.

As the public becomes aware of what we are doing, a great deal of interest will be generated. To insure that the President's Initiative is presented as consistently and completely as possible to interested parties on the outside, we plan to have a series of meetings with relevant interest groups. Any ideas that you may have on appropriate groups or individuals with whom we should meet, as well as points which should be made, would be most welcome.

The meetings of the Task Force should be considered as working sessions where, as much as possible, we will make decisions. Therefore, the attendance should be limited to principal plus one. Please call 456-6437 by noon on Thursday, October 2, with the names, social security numbers, and dates of birth for clearance for this Friday's meeting.

Attachment

THE WHITE HOUSE

WASHINGTON

A G E N D A

TASK FORCE TO END HUNGER IN SUB-SAHARAN AFRICA

10:00 a.m., October 3, 1986  
Room 476, Old Executive Building

- I. CO-CHAIRMEN'S INTRODUCTION
- II. DISCUSSION OF THE TASK FORCE ORGANIZATION
  - A. Agreement on Working Groups
  - B. Agreement on Assignment for Working Groups
- III. DISCUSSION OF THE TASK FORCE WORKPLAN: Agreement on Schedule

WORKING GROUP 1: U.S. Economic Assistance

CO-CHAIRMEN:

MEMBERS:

GOAL: To formulate a policy and program structure whereby economic assistance is directly related to the President's goal by addressing opportunities for broad-based equitable growth, structural adjustment and debt management.

TASKS:

1. Identify African government policies needed to provide incentives for private enterprise, including the indigenous business sector, the informal sector, broad-based ownership of productive assets and foreign investment; identify gaps in the analytical basis of our policy dialogue.
2. Identify policies to improve the impact of collective donor stabilization programs on private enterprise and economic growth, including policies to enhance private sector access to credit, imports and scarce foreign exchange resources, as well as incentives to support production and growth relatively more than some types of consumption.
3. Identify options or strategies for broadening the benefits of policy reform for the majority of the people and rendering reform more popular and politically acceptable.
4. Identify options for targeting budget support to encourage and facilitate private enterprise and structural adjustment; e.g. privatization, transfer of public sector personnel into private enterprise, etc.
5. Assess how aid programs and policies can support private enterprise targeted to growth opportunities; identify ways the host country private sector can be stimulated to respond to growth opportunities.
6. Identify appropriate U.S. support to the public sector.
7. Determine how to promote broad-based employment and growth in support of rural development, in areas such as marketing, services, transport and commerce in addition to agricultural production.
8. Identify optimal blend of program/project/PVO/food aid/central programs, for different country debt/growth situations.
9. What should be done now? Next steps.

• WORKING GROUP 2: Debt Management

CO-CHAIRMEN:

MEMBERS:

GOAL: To develop programs and policies whereby U.S. actions on outstanding and new debt provide leverage to reenforce the President's goal of ending hunger through growth and private enterprise development in Africa.

TASKS:

1. Identify programs and policies to support African efforts to manage their debt in the short, medium and long term.
2. Identify appropriate policies and forms of support to African governments in rescheduling, new lending, possibilities for grant vs. loan assistance and arrears to multilateral and bilateral institutions. Assess role of multilateral financial institutions in debt management and options for countries which are in serious arrears.
3. Based on structural causes of persisting budget deficits and debt, identify overall donor policies and programs which can alleviate the burden of debt and allow more scope for growth, e.g. use of stabilization assistance to reenforce structural adjustment while reducing budget deficits through privatization, incentives for reduced government bureaucracies, etc.
4. Identify financial management tools which can complement other stabilization measures and austerity for alleviating the debt burden (e.g. debt-equity swaps, bearer bonds, foreign exchange auctions, etc.).
5. Develop a strategy for enlisting the support of other creditors.
6. What administrative or legislative changes are needed?
7. What should be done now? Next steps.

WORKING GROUP 3: Food Aid Policy

CO-CHAIRMEN:

MEMBERS:

GOAL: To determine how U.S. agricultural resources can be used as incentives for economic growth and to maximize food aid consistent with the President's goal of regional food self-reliance.

TASKS:

1. Identify how food aid can be used as an incentive for economic growth and for increased food production, and how disincentives to local production efforts can be minimized.
2. Options for U.S. current food stocks to be used to generate resources for Sub-Saharan Africa.
3. Determine the best food aid vehicles to accomplish the President's development objective. What administrative or legislative changes are required to implement this?
4. What should be done now? Next steps.

WORKING GROUP 4: Private Sector Trade, Investment and Role in  
Economic Assistance

CO-CHAIRMEN:

MEMBERS:

GOAL: To encourage optimal contribution of U.S. private  
sector for growth in Africa.

TASKS:

1. Identify policies to increase U.S. trade with Africa, including consideration of special trade incentives for low-income countries. Identify options for AID programs to improve Africa's prospects for trade, both within Africa and with other countries.
2. Identify policies to increase U.S. investment in Africa, including minimization of risk and corruption.
3. Identify options for AID and other government agencies to better support U.S. private business involvement in Africa.
4. Identify administrative and legislative adjustments needed to improve the contribution of the U.S. private sector to Africa's growth.
5. What should be done now? Next steps.



WORKING GROUP 5: Multilateral Diplomacy

CO-CHAIRMEN:

MEMBERS:

GOAL: To define a strategy for enhanced donor coordination on broad policy and program issues and to assess relative priority of economic growth with other U.S. political and strategic objectives in Africa.

TASKS:

1. Identify a framework for overall donor coordination within multilateral and bilateral donor context and how the U.S. can enlist support for growth policies in other donor and multilateral organizations.
2. Given that economic pluralism is a necessary prerequisite for political pluralism and democracy, identify options for U.S. support to political regimes which do not foster private sector-oriented policies leading to equitable economic growth.
3. Identify strategy for making shift from present assistance program to one which supports more effectively private sector development and growth.
4. What can and should be done? Next steps.

**WORKING GROUP 6: Budget Allocation**

**CO-CHAIRMEN:**

**MEMBERS:**

**GOAL:** To develop a structure of budget presentation and implementation that will ensure that 1) budget allocations for the region are evaluated on the basis of the President's goal by both the Administration and the Congress; and 2) the administrators of this program be given the needed flexibility to implement their tasks in accordance with the goal.

**TASKS:**

1. Identify adjustments to the budget and the budget presentation needed to ensure that the President's goal is the basis of evaluation by the agencies, OMB and the Congress.
2. Identify changes needed (e.g. authorization, appropriation, apportionment) to provide the regional flexibility needed to implement the program.
3. Identify legislative requirements needed to meet the President's goal for the region.
4. Identify actions to be taken now. Next steps.

WORKING GROUP 7: Administration: Organizing the USG

CO-CHAIRMEN:

MEMBERS:

GOAL: To propose administrative changes and follow-up procedures to ensure that the President's goal for Africa is implemented for the remainder of this century.

TASKS:

1. What is the best Executive Branch structure to ensure:
  - a. reorientation of all Executive Branch economic efforts for Sub-Saharan Africa.
  - b. inter-agency coordination for implementation of growth-oriented policies, and approval of new programs based on the President's goal.
  - c. continued monitoring and evaluation of the results of the program.
2. Identify policy directives which need to be revised for all U.S. agencies and representations to implement the President's directive. (Internal agency guidelines for food aid, stabilization and debt, private sector development, country strategies, project guidance, budget submissions).
3. Identify administrative changes, employee training and hiring needed to ensure the capacity of the agencies to implement this policy.
4. Identify legislative requirements to implement the President's program for Sub-Saharan Africa, and a strategy for enacting necessary changes.

WORKPLAN FOR THE TASK FORCE  
TO END HUNGER IN SUB-SAHARAN AFRICA

WEEK 1 (9/29-10/3)

- 0 Presidential announcement of the goal for SSA.
- 0 TF meeting 1:
  - o agree on workplan
  - o organize sub-groups
  - o request list of key dates over next 6 months

WEEK 2 (10/6-10)

- 0 List of key dates finalized.
- 0 Working Groups launched.

WEEK 3 (10/13-17)

- 0 TF meeting 2:
  - o budget working group reports
  - o resolve open issues

WEEK 4 (10/20-24)

- 0 TF meeting 3:
  - o trade and investment working group reports
  - o resolve open issues

WEEK 5 (10/27-31)

- o TF meeting 4:
  - o debt working group reports
  - o resolve open issues

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WEEK 6 (11/3-7)

0 TF meeting 5:

- o food aid working group reports
- o resolve open issues

WEEK 7 (11/17-21)

0 TF meeting 6:

- o economic assistance working group reports
- o resolve open issues

WEEK 8 (11/24-28)

0 TF meeting 7

- o multilateral diplomacy working group reports
- o resolve open issues

WEEK 9 (12/1-5)

0 TF meeting 8

- o administration working group reports
- o resolve open issues

0 TF meeting 9: review first draft of report to the President

WEEK 10 (12/8-12)

0 TF meeting 10: review second draft of report to the President

WEEK 11 (12/15-19)

0 Cabinet-level meeting to review the report to the President

0 SUBMIT THE REPORT TO THE PRESIDENT

THE WHITE HOUSE TASK FORCE  
TO END HUNGER IN SUB-SAHARAN AFRICA

CO-CHAIRMEN:

Peter Rodman	Deputy Assistant to the President for National Security Affairs	395-3110
Michael Driggs	Special Assistant to the President for Policy Development	456-6437

MEMBERS:

Chester Crocker	Assistant Secretary Department of State	647-2530
David Mulford	Assistant Secretary Department of the Treasury	566-5363
Daniel Amstutz	Under Secretary Department of Agriculture	447-3111
Bruce Smart	Under Secretary Department of Commerce	377-2867
Mark Edelman	Assistant Administrator Agency for International Development	647-9232
Leonard Lefkow	Director of African Affairs United States Information Agency	485-7894
Fred Wettering	NIO for Africa Central Intelligence Agency	
Robert Wolthuis	Director, Office of Humanitarian Assistance, Department of Defense	695-3159
Jon Rosenbaum	Assistant United States Trade Representative	395-6135
Gerald West	Vice President for Development OPIC	457-7140
Jack Burgess	Director of African Affairs Peace Corps	254-3294
Philip DuSault	Acting Associate Director Office of Management and Budget	395-4770
Stephen Farrar	Director for International Economic Affairs, National Security Council	395-3543
Helen Soos	Director of African Affairs National Security Council	395-3391

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